Business Plan
2016–2017

Department of Fisheries and Aquaculture

NOVA SCOTIA

Contents

Minister's Message 2
Mandate 3
Fisheries and Aquaculture's Link to Government Priorities 3
Core Responsibilities and Services 4
Performance Measures 7
Departmental Expenses Summary 9

Minister's Message

Nova Scotia is focused on maximizing the value of its fisheries and aquaculture industries as we grow our economy and provide jobs for people in their home communities.

This is an exciting time to be in the sector. Thanks to the hard work of harvesters, buyers and processors we continue to be Canada's leading seafood exporter. In 2015, our seafood exports grew by 33 percent to $1.68 billion. That supports an estimated 10,000 jobs in the sector and plays a major role in helping Nova Scotia to compete in the global marketplace. And it means we are on track to meet the ONE Nova Scotia Commission's goal to double our seafood exports within 10 years.

As we move into the 2016-17 fiscal year, our department will continue to look for ways to work with the industry to promote innovation and open access to international markets. That is in line with our mandate to manage, promote, support and develop the fishing, aquaculture and seafood processing industries that contribute to economic growth and a better quality of life for Nova Scotia's coastal and rural communities.

To be successful we have taken steps to improve the regulation of the aquaculture industry so that it can develop in a sustainable way that respects the environment. We are working with the seafood processing industry to help it innovate as the market for Nova Scotia seafood continues to expand. And we're looking at how we market Nova Scotia seafood to a world that is hungry for our high-quality, premium products so that our seafood is recognized for its quality and is the first choice of consumers.

If we continue to focus on helping our fish and aquaculture industries grow and reach new markets the future will continue to be bright for our province. That's Nova Scotia's ocean advantage and we are committed to seeing its benefits flow to the current and future generation.

The Honourable Keith Colwell, E.C.N.S
Minister
N.S. Department of Fisheries and Aquaculture

Mandate

The Department of Fisheries and Aquaculture has a legislated mandate to manage, promote, support and develop the fishing, aquaculture and seafood processing industries that contribute to the economic, environmental and social prosperity of Nova Scotia's coastal and rural communities.

The Department of Fisheries and Aquaculture will strive to eliminate the barriers to private sector growth, support collaboration in the lobster industry to encourage the promotion of Nova Scotia lobster nationally and internationally. Within the context of the new regulatory framework the department will implement an environmentally responsible aquaculture growth strategy to foster investment and growth while ensuring that appropriate safeguards are in place to protect the environment.

Fisheries and Aquaculture will collaborate with the Office of Regulatory Affairs and Service Effectiveness to reduce regulatory burden within the fisheries sector, where appropriate.

In keeping with this mandate and government priorities, the work of the department is driven by five key strategic themes:

- Enabling responsible economic growth
- Supporting research and innovation
- Building public trust and market acceptance
- Increasing trade and market access
- Encouraging value added opportunities

Fisheries and Aquaculture's Link to Government Priorities

In support of the government priorities, *people, innovation and education*, the department is pursuing the following priorities;

Priority: Innovation

Actions:

- The department will invest $2.8 million in the responsible development of the aquaculture industry. This will include the implementation of the new regulatory framework to support the orderly management of the industry, and strategic investments in research and development to address industry challenges, drive innovation and support sector growth. This

development will be implement in an environmentally responsible manner. Through this investment, the projected economic value of the aquaculture industry will increase from its current value of approximately $61 million annually to $281 million.

- We will work to enhance the competitiveness of the seafood sector. This will include encouraging automation in seafood processing and harvesting; participation in the development of a workforce strategy with other government stakeholders; and enhancing networks with industry.

- The department will support industry capacity to sell seafood at a higher value. This will include strategic research and development projects; working with industry to develop and implement quality standards for lobster and other sectors; and, providing education and training opportunities for industry to adopt and use quality practices throughout the value chain.

- The Lobster Marketing program will continue to be utilized to support expanding market opportunities.

- The department will support an increase in the number of non-resident anglers with an investment of $100,000 in the development of inland fisheries commercial opportunities and an additional $100,000 in salmon enhancement.

Core Responsibilities and Services

There are a number of core services of the Department that support the overall mandate of the department and the delivery of government priorities.

We are committed to working in the following manner as we deliver on our mandate and support the priorities of government:

- Taking a client-centred approach
- Encouraging innovation
- Staff that are informed and have the tools to do their job
- Working as cohesive teams
- Ensuring healthy and safe workplaces
- Focus on efficient processes and practices

Actions:

- The implementation of the new regulatory regime for aquaculture will introduce new licensing requirements, a new and independent *Aquaculture Review Board*, and new *Aquaculture Management Regulations* pertaining to aquatic animal health. In addition the department will implement new *Aquaculture Management Regulations* pertaining to environmental monitoring, farm operations, and containment management through the *Farm Management Plan Program* and site performance management.

- The department will develop a strategy to enhance participation and commercial development of underutilized sportfish, particularly with respect to saltwater species such as striped bass.

- The department will work with our federal partners to expand the marine sport fishery. We will collaborate with existing marine sport fish organizations and commercial fish harvesters to identify opportunities to facilitate the development of this emerging industry.

- We will work with the fishing industry and governments to promote safety at sea, on the wharf, and in the processing facilities; reviewing and modernizing existing licensing policy; and assisting industry to adapt to ecosystem challenges from climate-driven changes that impact the infrastructure used to catch and process seafood.

- As trade barriers around the world come down, the department will invest in business development and export readiness. This will include partnering with other governments and industry on missions, events and in-market development activities; leading commissioned market research; the continued adaption of a value chain approach for selected products in key domestic and international markets; and promote the adoption of relevant standards for traceability, eco-certification, and quality.

- Nova Scotia Fisheries and Aquaculture Loan Board will invest up to $25 million in Nova Scotia's fisheries and aquaculture to support economic activity and employment in rural Nova Scotia, encourage business expansion, and, providing businesses greater capacity to serve new or existing markets.

- The department will utilize provincial government fish hatcheries to establish, sustain and support vibrant and diverse sport fishing opportunities and generating economic activity within the sport fishing industry.

- We will increase awareness of the sport-fishery in Nova Scotia through promotional programs such as *Learn to Fish* and *Becoming an Outdoors Woman*.

- The department will assist in the effective management of the fishery through the use of science to maintain public confidence and support for decisions. This will include developing and engaging in research partnerships through expanding the Freshwater Fisheries Research Cooperative (FFRC); supporting the development of new methodologies to address emerging concerns such as climate change, invasive species impact and research initiatives on assessing sustainable fisheries.

- The department will continue to build on the existing client consultation model to ensure anglers and other stakeholders are included in inland fisheries management. This will be done by encouraging participation through the *Inland Fisheries Advisory Committee* (IFAC) and *Recreational Fisheries Advisory Council* (RFAC); providing support to sport-fishing associations; and participating in the *Survey of Recreational Fishing in Canada/ Nova Scotia* in early 2016.

- The Fisheries and Aquaculture Loan Board will update the Board's regulatory and policy framework to enhance Board effectiveness in addressing industry changes; improve service quality; develop innovative and creative programs and financing solutions; and alleviate undue risk to Board investments.

Performance Measures

Our performance measures show how the strategic actions of the Department are making progress towards the goals, outcomes, and priorities of Department, which, in turn, align with the priorities of Government.

Department Priority	Outcome	Goals	Performance Measure
Enabling Responsible Economic Growth	Industry is advancing towards operating at its fullest potential and resources are managed in an environmental responsible manner, creating greater prosperity for generations to come.	Increase the value of commercial fish landings	Value of seafood exports: $1.68 billion (2015)
		Increase the value of sport-fishing industry in Nova Scotia	Value of expenditures related to Sport Fishing Current Value: $56.4 million Number of non-resident license sales Current Number: 1969
		Increase the value of aquaculture production in the province	Value of Aquaculture Production Current Value: $60.6 million (2014)
Supporting Research and Innovation	Industry is increasing its competitiveness through the acceleration of innovation and adoption of new technologies.	Increase labour productivity within the primary and processing sectors in the industry	Commercial Fishing Labour Productivity: 41.92 GDP/hr. labour (2014) Seafood Processing Labour Productivity: 31.25 GDP/hr. labour (2014)

Department Priority	Outcome	Goals	Performance Measure
Building Public Trust and Market Acceptance	Public confidence in government and industry's ability to manage coastal, marine, and inland resources is improving.	Promoting safe working conditions in the industry	Registered Workers' Compensation Claims Current Number: 266 accidents (2015) Accidents 5 year Average Number: 289 (2011-2015)
		Increase sport fishing participation	Learn to Fish Participants Current Number: 1,800 participants (2014)
Increasing Trade and Market Access	Industry is fostering a strong reputation for producing high quality food and is well positioned to build on established trade linkages and develop new ones.	Increase the value of fish and seafood exports from Nova Scotia	Value of Fish and Seafood Exports Current Value: $1,679.7 million (2015)
Encouraging Value-added Opportunities	Industry is building partnerships that work cooperatively along the supply chain to deliver added value to Nova Scotia food products.	Increase the value-added and processing opportunities within the province	Value of Seafood Product Preparation and Packaging Current Value: $900.8 million (2014)

Departmental Expenses Summary

($ thousands)

Programs and Services	2015-2016 Estimate	2015-2016 Forecast	2016-2017 Estimate
Administration	758	441	745
Aquaculture	2,673	2,917	5,444
Inland Fisheries	2,349	2,442	2,412
Marine and Coastal	4,103	4,083	3,863
Total - Departmental Expenses	9,883	9,883	12,464
Ordinary Recoveries	0	0	350
Funded Staff (# of FTEs)			
Department Funded Staff	75.7	68.1	70.7

Note:

For Ordinary Revenues, see Estimates and Supplementary Detail Book, Chapter 2

For TCA Purchase Requirements, see Estimates and Supplementary Detail Book, Chapter 1